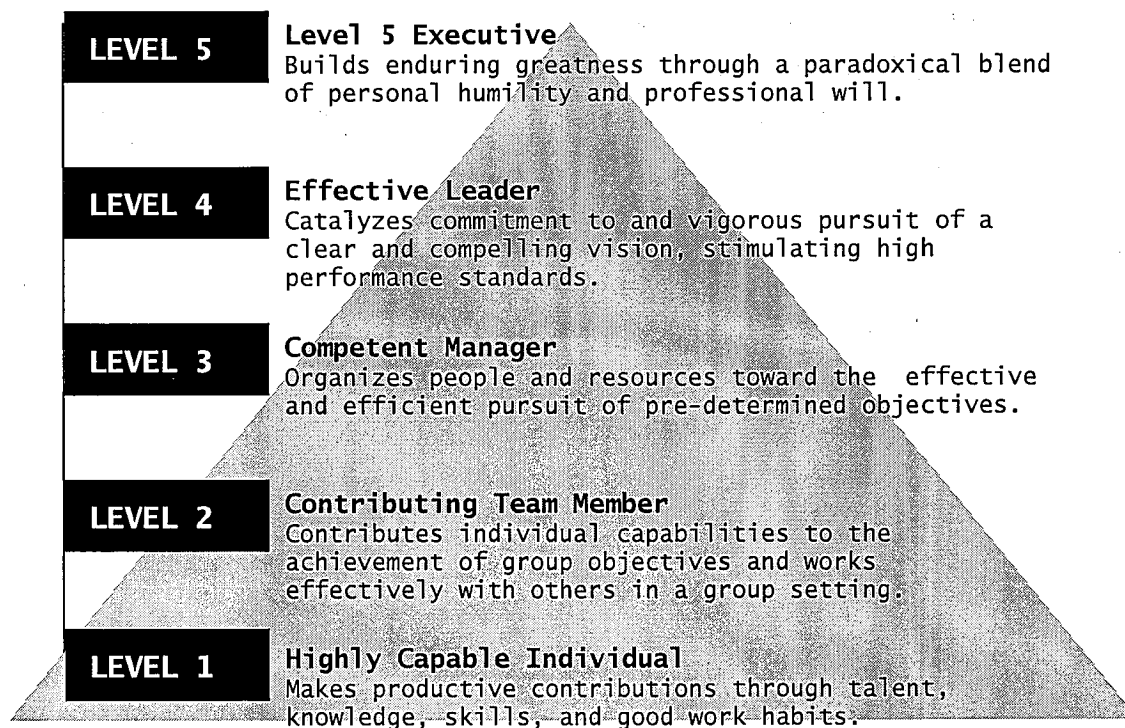


## THE TWO SIDES OF LEVEL 5 LEADERSHIP

PROFESSIONAL WILL	PERSONAL HUMILITY
Creates superb results, a clear catalyst in the transition from good to great.	Demonstrates a compelling modesty, shunning public adulation; never boastful.
Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.	Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.
Sets the standard of building an enduring company [school]; will settle for nothing less.	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.	Looks out the window, not in the mirror, to apportion credit for the success of the company - to other people, external factors, and good luck.

## LEVEL 5 HIERARCHY



From: Collins, Jim. (2001) Good to Great: Why some companies make the leap...and others don't. Harper Business: New York.